

How to Take Your Hospital on the Road

The Leadership of Charles Puestow and the 27th
Evacuation Hospital Unit

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Research Paper

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Did Charles Puestow's leadership leave a legacy?

“John Dooley knew he was destined to attend UIC College of Medicine as soon as he opened his eyes in the 27th Evacuation Hospital in October 1944. Lt. Col. Charles Puestow was standing by his bed, ready to award him the Purple Heart for his services in the war.”¹ Dooley was one of many World War II soldiers saved by the University of Illinois hospital unit established in Chicago in 1942. From 1942-1944, the unit trained together and learned to be efficient under the leadership of Charles Puestow. For 20 months in 1944 and 1945, the hospital tested their skills overseas and saved lives due to the unit's amazing efficiency.

Throughout the entire period of success, the leadership of Charles Puestow, commanding officer of the 27th Evacuation Hospital during the years 1942-1945, allowed the hospital to acquire the necessary supplies and personnel to function as a critical unit of the U.S. Army during WWII. This leadership was key to functioning as an efficient unit saving thousands of lives while discovering new treatments and surgical techniques. Puestow then was able to use the skills he developed in the WWII hospital to develop a lasting legacy during his civilian work as well.

What led to the establishment of the 27th Evacuation Hospital?

On December 7, 1941, when the Japanese brutally bombed Pearl Harbor, the United States Army began to mobilize.² The war forced the creation of many overseas hospitals. As the United States floundered to provide medical support to the sick and wounded, a new system was needed. Eventually, the U.S. military developed an “organized, structured system for evacuation and

¹ "Memories of the 27th Evac Hospital" written by Heather Hoffman and published by UICMedicine in January of 2006, <<http://www.uic.edu/depts/mcam/Jan06.pdf>>.

² *Medics at War: Military Medicine from Colonial times to the 21st Century*, written by John T. Greenwood, Ph.D., and F. Clifton Berry Jr, and published by Naval Institute press in 2005, page 101.

treatment of casualties that stretched from frontline foxholes to hospitals in the United States homeland, based on medical care echelons."³ In the five-tiered echelon system, each tier did only the necessary medical work for that level to either move the patient to the next level or return them to duty. The first echelon began care with first aid, and the fifth ended it with specialized long term care. The 27th Evacuation Hospital was part of the third tier whose mission was to provide hospitalization to wounded men using semi-mobile hospitals. The ability of the American military to provide support to the injured through the echelon system played out to be an important factor in the victory of the war.⁴ If not for the system, the outcome of WWII may have been drastically differed. In fact, Charles Puestow believed the 750 bed evacuation hospitals were one of the most useful and efficient medical components of the army.⁵

Eventually, in 1942, the University of Illinois in Chicago became involved in the war effort. Having the largest medical college in America, the University decided it could contribute another hospital to help in the war.⁶ Originally, the University wanted to establish a general hospital but were informed that type was not currently needed. So on April 24, 1942, the University requested to organize an affiliated U.S. Army evacuation hospital. On May 28, 1942, when the Adjutant General approved the request, the 27th Evacuation Hospital unit was born.⁷ Charles Puestow was selected to become the leader of the unit due to his involvement in the organization of the hospital.

³ "Medical Treatment in WW II," published by Olive Drab, http://olive-drab.com/od_medical_treatment_ww2.php.

⁴ Ibid

⁵ Letter to General Rankin from Charles B. Puestow, Colonel, M. C., Commanding on December 5 1944.

⁶ *Twenty Seventh Evacuation Hospital Annual Report*, written by Charles B. Puestow, Colonel, M. C., Commanding, and published in 1944.

⁷ *Twenty-seventh Evacuation Hospital Annual Report*, written at Camp Breckinridge, Kentucky, and published December 31, 1942.

Around the same time as the creation of the 27th Evacuation Hospital, annual reports began to be required for all medical departments. President Roosevelt stressed the importance of “persevering for those who come after us an accurate and objective account of our present experience.”⁸ The method used to accomplish this was to ensure all medical departments recorded their actions through a series of yearly reports. Although the new reports would consist mainly of important historical documents, they also indicated areas that required changes in the department writing the report.⁹ All in all, the new annual reports would play a large role in the success of preserving historical records.

From the beginning, Charles Puestow, leader of the 27th Evacuation Hospital, was well suited for his role. He graduated from the University of Wisconsin. Additionally, he received a medical education at the University of Pennsylvania, as well as earning an MS and PhD in surgery at the University of Minnesota.¹⁰ Most importantly, he was a very well educated man. Before becoming the leader of the University of Illinois medical unit, he worked at the university in Chicago where he helped organize the unit. During the period the hospital was active, he was one of the main authors of the annual reports. He used this role for the good of the unit by requesting better trained personnel and more supplies. He also recorded the problems and solutions of important and interesting events that occurred. In summary, Puestow’s education and relations to the University of Illinois were deciding factors in his ability to lead the 27th Evacuation Hospital.

⁸ "Circular Letter No. 181," sent to the Surgeon General, from Robert J. Carpenter Lieut. Colonel Medical Corps, Executive Officer on October 30 1943 at MS. Washington D.C.

⁹ Ibid

¹⁰ "Surgical Grand Rounds: Case Presentation," written by Travis Walker, and published in 2009, <http://www.ucdenver.edu/academics/colleges/medicalschoo/departments/surgery/education/GrandRounds/Documents/GRpdfs/2009-2010/Walker%2010-19-09.pdf>.

How did Puestow show leadership before overseas deployment?

Soon after the establishment of the 27th Evacuation Hospital, Charles Puestow was named director of the unit by the University so his leadership of the hospital began.¹¹ His dedication was noticed by many, including the president of the U. of I. Alumni Association, Deneen A. Watson. Watson noted the time Puestow had taken from his busy schedule to attend meetings and provide enthusiastic feedback as being helpful in making the project an enjoyable one.¹² In this way, his leadership was noticeable from the very beginning (See Appendix-Image A). As a matter of fact, Puestow showed leadership by advocating for the hospital to acquire ideal staff members. Once when the unit was overstaffed, Puestow made sure he kept all the personnel who were qualified for service.¹³ At another point, when a position was not available matching a doctor's skill set, Puestow waited for an opening and then added the man to the unit.¹⁴ Throughout the stateside training maneuvers, when the hospital fell short on a supply or personnel need, Puestow always rose to the occasion and filled in the gaps.

As personnel problems were common during the 27th Evacuation Hospitals maneuvers, inadequately trained staff were dealt with efficiently if not prevented entirely. At the end of the maneuvers, Puestow sent all of his officers to visit clinics in Boston to brush up on forgotten abilities.¹⁵ If a surgeon or nurse had forgotten a skill while in the line of duty, lives could have been

¹¹ "Hospital Unit To Be Formed By U. Of I. Personnel," published by Chicago Daily Tribune on June 14 1942.

¹² Letter to Lt. Col. Charles B. Puestow from Robert F. Carr, Chairman, and Deneen A. Watson, President on 10 Sept. 1942, written in MS. University of Illinois, Urbana, Illinois.

¹³ Letter to Captain Hendricks from Charles B. Puestow, Lt. Col., M.C., Executive Officer on November 11 1942, written in MS. Twenty-Seventh Evacuation Hospital, Camp Breckinridge, Kentucky.

¹⁴ Letter to Colonel Middleton from Charles B. Puestow, Lt. Colonel, Medical Corps, on October 13 1942, written at MS. Brooke General Hospital, Fort Sam Houston, Texas.

¹⁵ Letter to Raymond B. Allen from Charles B. Puestow, Colonel, M. C., Commanding on February 29 1944, written in MS. Twenty-Seventh Evacuation Hospital, Fort Devens, Massachusetts.

lost. In addition, Puestow sent a request for training films from the University in order to educate Chinese medics.¹⁶ This request showed how Puestow not only focused on the abilities of the personnel under his command but of others as well. The constant pressure Puestow applied to his unit to improve and to make the 27th Evacuation hospital as efficient as possible was extremely important in both the war effort and shaping him into an effective leader.

Even as Puestow was forceful, he still provided support, earning himself respect from his staff. One of the unit's nurses remembered moving away from the main hospital unit with the other nurses escorted by Puestow. She reflected on how earnestly he provided moral and spiritual support on their journey.¹⁷ Another nurse who appreciated his kindness stated in her journal entry, "I can assure you that all of us were awake and shivering when Colonel Puestow, always solicitous of the welfare of his outfit, appeared at dawn to serve us piping hot coffee."¹⁸ The ways Puestow showed his appreciation to his unit played a major part in his leadership.

What impact did the training maneuvers have on Puestow's war leadership?

On April 1, 1944, the 27th Evacuation Hospital left the United States to head overseas.¹⁹ Even after the training maneuvers ended, Puestow was still in control and leading the hospital to the best of his ability. Under his command, the University of Illinois hospital unit became known for its long service in a lot of places.²⁰ These included hospitals in Maddaloni, Italy, Bouc-Bel-Aire,

¹⁶ Letter to Eleanor K. Grimm from Charles B Puestow, Lt. Col., M. C., Commanding on July 14 1943, written in MS. Twenty-Seventh Evacuation Hospital, Camp Breckinridge, Kentucky.

¹⁷ *Twenty Seventh Evacuation Hospital Annual Report* Supplement No 2, Nurse's Diary written by Ruth Young, 1st Lt., ANC, written in Fort Devens to Oran.

¹⁸ "Training on Bivouac: Army Nurses With an Affiliated Medical Unit Prepare for Service," written by Rhoda E Frid, found in *The American Journal of Nursing* 43.8 1943 on JSTOR, <http://www.jstor.org/stable/3456284>.

¹⁹ Puestow, *Evacuation Hospital Annual Report*, 1944.

²⁰ "27th Evacuation Hospital" personal interview with Kevin O'Brien on November 4 2014.

Southern France and Baccarat, France (See Appendix-Image B). The hospital was often commended for the high volume of patients it treated as well as the efficiency of its function.²¹ One letter sent to Puestow from O. I. Holman complemented the unit by stating, "I do not believe that I have ever come in contact with a unit that impressed me more favorably as did the 27th. Their efficiency is quite impressive and I gained the opinion that it was more like a big family than a military unit."²² Altogether, the training of the unit in the American maneuvers allowed them to be effective during deployment.

In the overseas theaters of operation, efficiency was key to proper function of a unit. Supplies and trained personnel were often in short supply, so the efficiency of the unit could falter. Naturally, the task of acquiring adequate replacements fell onto the shoulders of Puestow. In some cases, he would write letters asking for new personnel or searching for units willing to accept their unwanted trainees. At one point, Puestow advocated for the hospital extremely well by removing 66 unfit men and receiving 50 properly educated technicians through his letters.²³ Also, Puestow sent a document to all members of the 27th Evacuation Hospital staff which outlined the criteria he expected in an active member of the unit.²⁴ Finally, the unit often rearranged the layout of the hospital in order to improve the efficiency (See Appendix-Images C and D). The ability of the 27th Evacuation Hospital to make changes to improve efficiency was vital to its success.

²¹ Ibid

²² Letter to Col. Charles B. Puestow from O. I. Holman on February 24 1944, written at MS. Director's Headquarters, West Virginia.

²³ Letter to Raymond B. Allen, Exec. Dean from Charles B. Puestow, Lt. Col., M. C. on November 10 1942, written at MS. Twenty-Seventh Evacuation Hospital, Camp Breckinridge, Kentucky.

²⁴"Evacuation Hospital Tests," letter written by H. F. Hendrickson, Lt. Col., M. C. on October 20 1942, written at MS. 27 Evacuation Hospital, Camp Breckinridge, Kentucky.

Another way Puestow showed his leadership overseas was through the gaining of new equipment. In many occasions, this was done through the annual reports, such as when he stated, "A number of items which are essential for patient care are not included in T/E 8-50."²⁵ Also, the annual reports complained the greatest difficulties of the hospital arose from inadequacies in the tables of equipment provided for the unit.²⁶ In summary, the usage of the annual reports was a powerful tool in the hands of Puestow.

Interestingly, Puestow influenced the start of his legacy by making sure the hospital would be able to pass on its experiences after returning to the United States. When General Albert E. Kenner inquired about the state of the photographic records of the hospital, Puestow realized the data provided in the pictures might be of incredible value to the advancement of military medicine.²⁷ Therefore, the hospital hired a full time technician to get prints of all useful photographs for an album for the University.²⁸ Some of these photos included images of operations, hospital arrangements and interesting cases (See Appendix-Image E). In this way, he focused on making sure the records were more than adequate, allowing him to transfer knowledge back to the community.

What defined Puestow's legacy?

After returning home from WWII, Puestow continued to actively involve himself in medicine. One such involvement was through the Hines Veterans Hospital Surgical Association. Puestow

²⁵ *Medical Historical Data*, Supplement No. 1 written by Charles B. Puestow, Lt. Col., M. C., in 1944.

²⁶ Puestow, *Evacuation Hospital Annual Report*, 1944.

²⁷ "Request for Photographic Equipment," letter to Commanding General, Seventh Army from Charles B. Puestow, Colonel, M. C., Commanding, on November 16 1944, at APO 758, U. S. Army. MS.

²⁸ Letter to Raymond B. Allen, M. D. from Charles B. Puestow, Colonel, M. C., Commanding, on July 20 1945, written at MS. United States Army APO 758.

founded the surgical residency program at Hines in 1946²⁹, only one year after returning from overseas deployment. In 1963, the association was renamed the Charles B. Puestow Surgical Society in recognition of his service. (See Appendix-Image F).³⁰ With Puestow at its helm, the veterans' hospital was able to achieve many wonderful deeds. In fact, while heading the Hines residency program, more than 600 doctors successfully completed their four year training. Also, in 12 years, "4,000 patients were cured of cancer at the Veterans Administration Hospital, Hines, Illinois," according to Charles B. Puestow.³¹ Another accomplishment was the implementation of rapid, efficient care to patients by Puestow and his surgeons that reduced the average stay by 50%.³² This allowed more operations to occur, as well as more bed space available to patients.³³ Specifically, Puestow implemented changes leading to prompt and immediate care as opposed to long waits in hospitals.

In addition, after his return from the war, Puestow shared his military medicine experiences with others. On one occasion, Puestow spoke to U. of I. clubs. He told of experiences the 27th Evacuation Hospital Unit had in the European operations during WWII.³⁴ At another point, Puestow spoke at a convention of the Association of Military Surgeons. He discussed topics including medical power mobilization, advances in military medicine and experiences of medical personnel with the

²⁹ "Doctor Surprised When Group Changes Its Name," published by *Chicago Tribune* on December 29 1963.

³⁰ Ibid

³¹ "Cures Reported from Cancer Battlefield," published by the Society for Science and the Public, found in *JSOTR*.

³² "Television Shows Surgeons at Work," written by William I. Laurence and published by the *New York Times* on September 12 1947.

³³ "Surgeons O.K. Television as Training Aid," published by *Chicago Daily Tribune* on September 12 1947.

³⁴ "Hospital Unit Commander to Speak to U. of I. Clubs," published by *Chicago Daily Tribune* on December 6 1945.

armed services in Korea.³⁵ His sharing of knowledge helped forge him a longstanding legacy in the U. of I. ranks.

For his efforts in both military and civilian life, Charles Puestow was honored with numerous awards and recognition at special occasions. In 1971, the Veterans Administration named him a VA distinguished physician. He was one of seven to receive this special recognition at that time.³⁶ Similarly, others noticed Puestow's deeds and gave their thanks when the Chicago Council of Federal Agencies realized the impacts caused by his efforts as a surgeon. Three men were honored as outstanding federal employees by the Chicago Council of Federal Agencies, and Puestow was one of them. He was pronounced as the professional federal employee of the year for 1960.³⁷ For his war efforts, he received an award from the French for his accomplishments. Decision No. 927 awarded Puestow the Croix de Guerre with Palm by the French Government.³⁸ Another award was given for his outstanding achievements in the medical profession as a civilian and a war-time physician. Dr. Puestow received his special recognition at a party on June 10, 1966 at the Drake Hotel³⁹ All in all, Puestow's legacy was recognized by many others.

Another important aspect of the legacy forged by Puestow and the 27th Evacuation Hospital is the surgical techniques they introduced. One such technique, lateral pancreaticojejunostomy (also known as the Puestow Procedure), was developed by Puestow and William Gillesby, another doctor from the 27th Evacuation Hospital. The technique was hugely successful, being used for over

³⁵ "2,000 Military Surgeons Meet Here Tomorrow," published by *Chicago Daily Tribune* on October 7 1951.

³⁶ "Dr. C. B. Puestow of Henrotin Dies at 71," published by *Chicago Tribune* on February 11 1973.

³⁷ "U.S. Agencies Honor Three Best Workers," published by *Chicago Daily Tribune* on May 20 1960.

³⁸ "Foreign Award," letter to Colonel Charles B. Puestow from JS Richards, Adjutant General on April 15 1947, written in MS. Washington 25, D.C.

³⁹ "Friends to Honor Dr. Puestow," written by Stephanie Fuller, and published by *Chicago Tribune* on May 27 1966.

50 years with an extremely low mortality rate.⁴⁰ A treatment for chronic pancreatitis, the procedure has a success rate of 70-90%. It has been modified several times, even to be conducted by robots in recent years,⁴¹ and therefore is one of Puestow's most influential legacies.

How is Puestow significant?

In 1942-1945, the leadership shown by Charles Puestow was key to keeping the 27th Evacuation Hospital functioning efficiently on the road while discovering new treatments and techniques. Puestow was able to apply what he learned after returning home to benefit the medical community. Brian Ford perfectly described Puestow and his hospital's contributions to society in his statement, "If any good can be said to come of war, then the Second World War must go on record as assisting and accelerating the greatest blessings the 20th Century has conferred on man-the huge advancements in medical knowledge and surgical techniques."⁴² This leadership and legacy holds historical significance due to the countless number of lives Puestow and his team saved. In addition, Puestow saved information acquired in the war through the annual reports, photography and numerous speeches given to pass down critical information for future generations. Whether through operating on patients himself, leading surgeons during the war or training countless new surgeons, Puestow left a lasting legacy.

⁴⁰ "Puestow Procedure," published by MUSC Digestive Disease Center, <http://www.ddc.musc.edu/surgery/surgeries/chronicPanc/puestow.html>.

⁴¹ "Robotic Lateral Pancreaticojejunostomy," written by John J. Meehan and Robert Sawin and published by the *Journal of Pediatric Surgery*, http://galenet.galegroup.com.proxy-1.stdl.org/servlet/HWRC/hits?r=d&origSearch=true&rt=2&o=&bucket=per&n=10&l=d&searchTerm=2NTA&index=BA&basicSearchOption=KE&tcit=0_1_0_0_0_1&c=3&docNum=A259188014&locID=scha13736&secondary=false&t=RK&s=1&SU=Puestow+Procedure.

⁴² "Medicine and World War Two," published by the History Learning Site, http://www.historylearningsite.co.uk/medicine_and_world_war_two.htm.

Appendix



Image A - Puestow continued to hone his medical skills even while in command of the hospital and not actively participating in surgery. (Obtained from the UIC Special Collections Library Online Exhibit.)

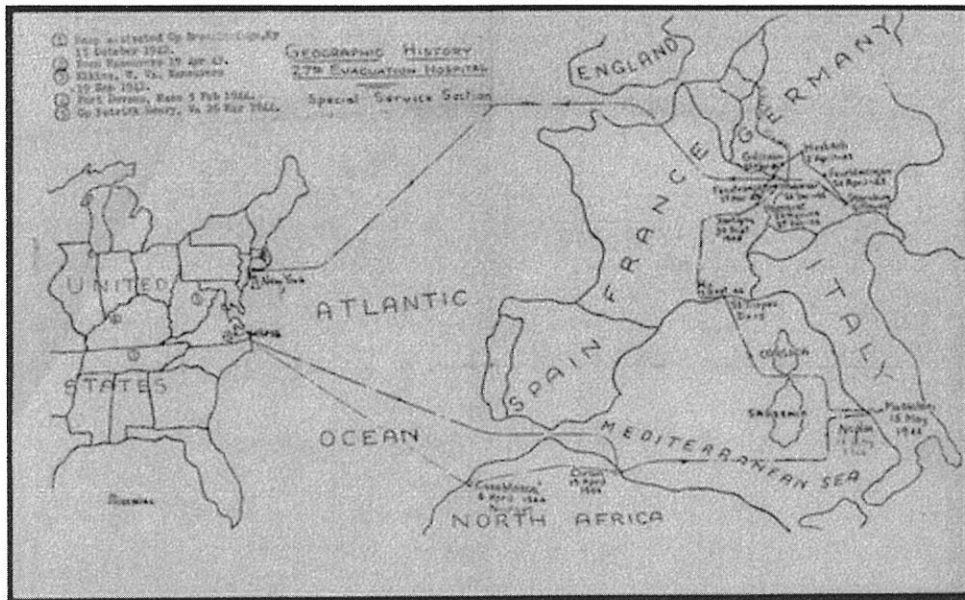
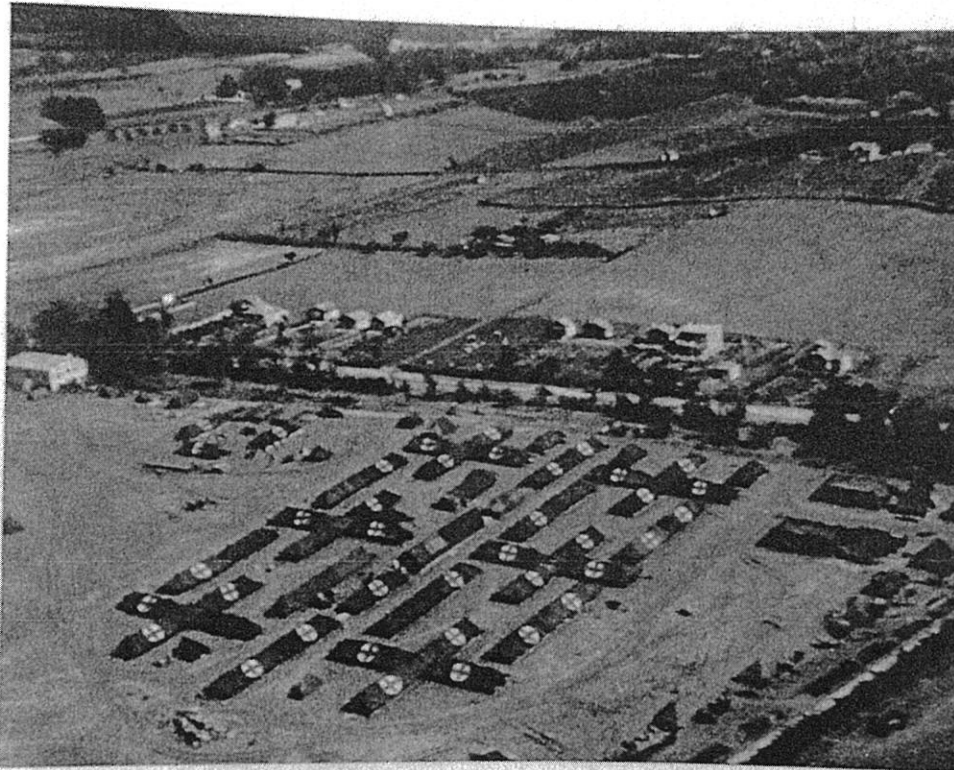


Image B - This is a hand drawn map of the 1942-1945 movements undergone by the 27th Evacuation Hospital in Europe and America. (Obtained from the UIC Special Collections Library Online Exhibit.)

BOUC-BEL-AIRE, SOUTHERN FRANCE



Ward tents arranged in the form of a cross accomodated 100 patients each, all of which could be under constant observation of nurses stationed in the center. Receiving, Surgery, Sterilizing and Ward Supply from center line of tents

Image C - One of the earlier attempts at an efficient hospital layout. (From Annual Report 1944. Property of UIC Library. Reproduced for personal reference use only.)



This was a most satisfactory arrangement of tents. Three ward tents end-to-end formed a ward accomodating up to 75 patients

Image D - A later version of the tent arrangement proved much more successful and contributed greatly to the efficiency of the unit. (Property of UIC Library. Reproduced for personal reference use only.)



Image E - Charles Puestow leads a surgical operation in 1944. The photograph is an example of a photo taken for the hospital's photographic records. (Property of UIC Library. Reproduced for personal reference use only.)



Image F - Puestow receives a plaque commemorating the renaming of the Hines Veterans Hospital Surgical Association to the Charles Puestow Surgical Association in his honor. (From "Doctor Surprised When Group Changes its Name" 1963 Chicago Tribune Article.)

Annotated Bibliography

Primary Sources:

Allen, Raymond B., Executive Dean. Letter to Park Livingston. 21 Dec. 1943. MS. 20 North Wacker Drive, Chicago, Illinois.

Included in this letter was an attached draft of a letter which was sent to many people in order to elaborate on the situation of the hospital and request deployment of the hospital. The letter also covered the activation of the hospital and showed information not included in the annual reports. This was useful for explaining background of the hospital.

Carpenter, Robert J., Lieut. Colonel Medical Corps, Executive Officer. "Circular Letter No. 181." Letter to the Surgeon General. 30 Oct. 1943. MS. Washington D.C.

The main focus of this letter was to explain the newly required annual reports of medical departments. It detailed the topics that were to be included in them as well as why they were initiated. The letter provided reasoning to many of the actions Puestow engaged in to make the unit more efficient. Therefore, the information it provided was important for the background category.

Carr, Robert F., Chairman, and Deneen A. Watson, President. Letter to Lt. Col. Charles B. Puestow. 10 Sept. 1942. MS. University of Illinois, Urbana, Illinois.

Puestow's contributions to the early 27th Evacuation Hospital organization were detailed in this letter. It also praised him for the attitude he had while helping establish the unit. The background it provided into the planning of the unit showed how Charles Puestow was a leader from the very beginning of the hospital unit.

Frid, Rhoda E. "Training on Bivouac: Army Nurses With an Affiliated Medical Unit Prepare for Service." *The American Journal of Nursing* 43.8 (1943): 734-36. JSTOR. Web. 14 Dec. 2014. <<http://www.jstor.org/stable/3456284>>.

In this journal entry, Puestow's kind interactions with members of his unit were introduced. It also implied the favorable feelings of the unit towards him. The information was useful in showing that not only was Puestow an excellent leader, but he also cared for the people he commanded. Even though this source was found in a secondary source, all the information used was from a primary source.

Hendrickson, H. F., Lt. Col., M. C. "Evacuation Hospital Tests." Letter. 20 Oct. 1942. MS. 27 Evacuation Hospital, Camp Breckinridge, Kentucky.

The criteria necessary to perform adequately in the 27th Evacuation Hospital were outlined in this letter. It was written in order to make sure all staff members were adequately trained for their positions. The letter is one way Puestow solved the problems related to staffing his unit.

Holman, O. I. Letter to Col. Charles B. Puestow. 24 Feb. 1944. MS. Director's Headquarters, West Virginia.

This letter sent to Puestow complemented the efficiency of his unit and wished him luck once overseas. It demonstrated that officials outside of the unit were impressed at the function of the unit. This shows the 27th Evacuation Hospital beginning to make an impact.

O'Brien, Kevin, Assistant Access Services and Special Collections Librarian, University of Illinois at Chicago. "27th Evacuation Hospital." Personal interview. 4 Nov. 2014.

After speaking to Kevin O'Brien, what the hospital was known for and why it was important became better understood. Since the interview focused on the overseas hospital, it was used in the event category.

Puestow, Charles B., Colonel, M. C., Commanding. Letter to General Rankin. 5 Dec. 1944. MS. United States Army APO 758, n.p.

Surprisingly, Charles Puestow displayed his doubts about the usefulness of a 750 bed evacuation hospital in this letter. However, it also displayed how he came to believe they were very useful. This was used in the background section to support the claim that the echelon system was effective.

Puestow, Charles B., Colonel, M. C., Commanding. Letter to Raymond B. Allen. 29 Feb. 1944. MS. Twenty-Seventh Evacuation Hospital, Fort Devens, Massachusetts.

As the hospital readied to move overseas, Puestow detailed the preparation in this letter to Raymond Allen. It also showed one of the ways Puestow ways training his personnel to make sure they were ready for the hardships of overseas deployment. It went under the event category, because it detailed the training regimens.

Puestow, Charles B., Colonel, M. C., Commanding. Letter to Raymond B. Allen, M. D. 20 July 1945. MS. United States Army APO 758, n.p.

The section relating to photographic records of the hospital in this letter discusses how the 27th Evacuation Hospital hired a technician to take photos for the unit to turn into an album for the University. Puestow was again following up with the Circular Letter 181's doctrine that records should be kept for later generations.

Puestow, Charles B., Colonel, M. C., Commanding. "Request for Photographic Equipment." Letter to Commanding General, Seventh Army, APO 758, U. S. Army. 16 Nov. 1944. MS. N.p.

In order to start a photographic record, the unit needed to acquire equipment. The fact that Puestow was actively involved in the hospital records is relevant, because he was willing to use his own time to make the hospital remembered.

Puestow, Charles B., Colonel, M. C., Commanding. *Twenty Seventh Evacuation Hospital*. Rep. Annual Report ed. N.p.: n.p., 1944. Print.

Annual Report 1944 contained much information on the overseas movements of the 27th Evacuation Hospital. It also described problems they faced as well as the solutions to those problems. Images included in the annual report were able to enforce how efficient the hospital was, both through showing tent formations and surgeons at work. The large period of time it spanned showed how Puestow's influence changed as the evacuation hospital moved overseas.

Puestow, Charles B., Lt. Col., M. C., Commanding. Letter to Eleanor K. Grimm. 14 July 1943. MS. Twenty-Seventh Evacuation Hospital, Camp Breckinridge, Kentucky.

Insight provided in this letter included how Puestow used his influence to help train others beyond his unit through a film he helped create before the war. His leadership was positive through the fact that he was not shortsighted and did not ignore others beyond his unit.

Puestow, Charles B., Lt. Col., M. C., Letter to Raymond B. Allen, Exec. Dean. 10 Nov. 1942. MS. Twenty-Seventh Evacuation Hospital, Camp Breckinridge, Kentucky.

The hospital unit in Camp Breckenridge as well as the controversy over a \$5,000 fund sent to the hospital was discussed in this letter. It also described how Puestow was handling the lack of trained personnel.

Puestow, Charles B., Lt. Col., M. C., *Medical Historical Data*. Rep. no. Supplement No. 1. N.p.: n.p., 1944. Print.

Charles Puestow provided information on the state of the hospital in relation to the supply of trained personnel and adequate supplies in the Annual Report Supplement No. 1. It was extremely useful in showing how one of the purposes of the annual reports was fulfilled successfully by the unit due to how the reports noted areas of the unit that needed to change.

Puestow, Charles B., Lt. Col., M. C., Executive Officer. Letter to Captain Hendricks. 11 Nov. 1942. MS. Twenty-Seventh Evacuation Hospital, Camp Breckinridge, Kentucky.

Modestly, this letter gave Puestow's appreciation of the praise the hospital was receiving. In addition, it also explained the dilemma of the hospital in which it had too many recruits and not enough space to keep them all. This explanation of the problem made it easier to understand how well a solution was developed by the 27th Evacuation Hospital.

Puestow, Charles B., Colonel, Medical Corps, Commanding. *Twenty Seventh Evacuation Hospital*. Rep. Semi-Annual Report ed. N.p.: n.p., 1 January 1945 Thru 30 June 1945. Print.

The many images of the 27th Evacuation hospital which showed the evolution of the hospital from the semi-annual report of 1945 were excellent evidence in proving how the hospital could be flexible in order to improve. It also detailed the final year in which the hospital was together. This elaborated on how the hospital reached the peak of its efficiency under the leadership of Puestow.

Puestow, Charles B., Lt. Colonel, Medical Corps. Letter to Colonel Middleton. 13 Oct. 1942. MS. Brooke General Hospital, Fort Sam Houston, Texas.

Another example of leadership is when Puestow wrote this letter as a reply to a soldier who wanted to join the 27th Evacuation Hospital. It is an example of how Puestow responded to the influx of staff joining and leaving the unit.

Richards, JS, Adjutant General. "Foreign Award." Letter to Colonel Charles B. Puestow. 15 Apr. 1947. MS. Washington 25, D.C.

This letter alerted Puestow to an award given to him by the French government, and detailed when he would receive the physical award. Most importantly, it provided insight into how countries beyond America realized the ways Puestow contributed to World War II.

Twenty-seventh Evacuation Hospital. Rep. Annual Report ed. Camp Breckinridge, Kentucky: n.p., December 31, 1942. Print.

As this annual report was the very first written by the evacuation hospital, it provided information relating to the establishment, gathering of supplies and recruiting staff members. It also gave detailed descriptions of problems and their solutions, as well as training regimens. After reading the report, much of the provided information ended up in background as well as event.

Young, Ruth, 1st Lt., ANC. *Twenty Seventh Evacuation Hospital*. Rep. Annual Report ed. Fort Devens to Oran: n.p., n.d. Print. Supplement No 2, Nurse's Diary.

The nurse's diary which made up the Annual Report Supplement No. 2 discussed the passage of the nurses of the 27th Evacuation Hospital to the overseas deployment. It also touched on the support Puestow gave to the nurses and the rest of the unit showing the forcefulness he had at times that made him an effective leader.

Secondary Sources:

"27th Evacuation Hospital Collection." *27th Evacuation Hospital Collection*. N.p., n.d. Web. 11 Nov. 2014. <<http://www.uic.edu/depts/lib/specialcoll/services/lhsc/ead/099-10f.html>>.

An overview of the University of Illinois Special Collection of the 27th Evacuation Hospital was provided by this website. Useful information included a map of the hospitals movements, a timeline of important dates and images pulled from the collection showing work in the hospital.

"2,000 Military Surgeons Meet Here Tomorrow." *Chicago Daily Tribune* 7 Oct. 1951: n. pag. Print.

Presented in this article was how Puestow gave his knowledge of wartime back to the community of surgeons. The detailed method in the article was through conventions he attended to share his experiences with other surgeons and learn from the ones the others shared.

"Cures Reported from Cancer Battlefield." *JSOTR*. Society for Science and the Public, n.d. Web. 29 Dec. 2014.

This article exposed pioneering work in the cancer field that Puestow did. It provided exact numbers which showed the successes and faults in his work in the Hines Veterans Hospital after the war. Importantly, the article helped display a new aspect of his legacy.

"Digestive Disease Center." *Puestow Procedure*. MUSC Digestive Disease Center, n.d. Web. 31 Jan. 2015. <<http://www.ddc.musc.edu/surgery/surgeries/chronicPanc/puestow.html>>.

Statistics on the success rate of the Puestow Procedure were located in this article. Those statistics were useful in showing that the procedure is part of his legacy, because the procedure is still used effectively today.

"Dr. C. B. Puestow of Henrotin Dies at 71." *Chicago Tribune* 11 Feb. 1973: n. pag. Print.

Hoffman, Heather. "Memories of the 27th Evac Hospital." *UIC Medicine* (2006): 48. Jan. 2006. Web. 11 Jan. 2015. <<http://www.uic.edu/depts/mcam/Jan06.pdf>>.

Heather Hoffman gave an example of the experiences of a soldier treated by the 27th Evacuation Hospital. The article disclosed background information on Puestow, the soldier and the comforts provided by the 27th Evacuation Hospital. The new knowledge provided what life was like in the hospital for a non-staff member and gave an interesting new view to the topic of daily life.

"Hospital Unit Commander to Speak to U. of I. Clubs." *Chicago Daily Tribune* 6 Dec. 1945: n. pag. Print.

Announced in this article was an alert to one of the many times Puestow diverged his WWII experiences to a U. of I. audience. I used it to show that he kept helping others even after the war finished.

"Hospital Unit to Be Formed By U. Of I. Personnel." *Chicago Daily Tribune* 14 June 1942: n. pag. Print.

As another of the many useful Daily Tribune articles, this particular article had a summary of the unit being formed by the University of Illinois. It included background information on the size, location of deployment and who was involved.

Korman, Seymour. "Cancer Fighters Making Gains Surgeons Told." *Chicago Daily Tribune* 20 Oct. 1948: 20. Print.

Seymour Korman briefly tells of successes Puestow had in the Hines Veteran's Hospital in the cancer field. It gives statistics of how many people he cured and was used to prove he had a legacy in working after the war.

Laurence, William I. "Television Shows Surgeons at Work." *New York Times* 12 Sept. 1947: 23. Print.

The detail in this article about the efficiency of the Hines Veterans Surgical association in relation to treatment was exceptional. I was able to see how Puestow was able to apply his skills found in making the 27th Evacuation Hospital more efficient to a different situation and still have great success.

"Medicine and World War Two." *Medicine and World War Two*. History Learning Site, n.d. Web. 17 Nov. 2014. <http://www.historylearningsite.co.uk/medicine_and_world_war_two.htm>.

The main purpose of this website was a very insightful quote about World War II. This quote was used in the conclusion, because it summed up the historical significance of the 27th Evacuation Hospital.

Meehan, John J., and Robert Sawin. "Robotic Lateral Pancreaticojejunostomy." *Journal of Pediatric Surgery* (n.d.): n. pag. Web. 31 Jan. 2015. <http://galenet.galegroup.com.proxy-1.stdl.org/servlet/HWRC/hits?r=d&origSearch=true&rlt=2&o=&bucket=per&n=10&l=d&searchTerm=2NTA&index=BA&basicSearchOption=KE&tcit=0_1_0_0_0_1&c=3&docNum=A259188014&locID=scha13736&secondary=false&t=RK&s=1&SU=Puestow+Procedure>.

While this article did not go into much detail, it demonstrated how lateral pancreaticojejunostomy had been modified to work with robots. It was used to enforce how aspects of Puestow's legacy are being modernized, because they are still around today.

"Surgeons O.K. Television as Training Aid." *Chicago Daily Tribune* 12 Sept. 1947: 1+. Print.

Descriptions of the workings of the Hines Veterans Surgical Association introduced new ideas as to the implementations of efficiency Puestow made in this article. The article uniquely compared the efficiency of the association both before and after the changes.

"U.S. Agencies Honor Three Best Workers." *Chicago Daily Tribune* 20 May 1960: n. pag. Print.

Honorably, the Chicago Daily Tribune displayed a federal award Puestow received from the U.S. federal government. It shows that Puestow's legacy was so significant and deserved to be honored by the government. This was an important part of Puestow's legacy in relation to being recognized.

Walker, Travis. "Surgical Grand Rounds: Case Presentation." (2009): 1-24. Web. 11 Jan. 2015. <<http://www.ucdenver.edu/academics/colleges/medicalschoo/department/surgery/education/GrandRounds/Documents/GRpdfs/2009-2010/Walker%2010-19-09.pdf>>.

Fortunately, Travis Walker gave useful insight into Puestow's background information such as his education. It also went into great detail on the Puestow procedure and its successes. This power point was used to explain both Puestow's qualification for his role as leader as well as part of his legacy.

"WWII Medical Treatment." *Medical Treatment WW II*. N.p., 1998. Web. 10 Nov. 2014. <http://olive-drab.com/od_medical_treatment_ww2.php>.

An in depth explanation of the World War II echelon based medical system was portrayed using the Olive Drab website. The article told of how positive an impact the echelons had on the war, and therefore provided background information.